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survey of the volume of mail was made. It was estimated that more than 146,000 local letters were dispatched in Moscow during a 3-day period, 43.8 percent of which had been deposited in mailboxes before 1200. Nearly 80 percent of the letters counted during these 3 days were sent by individual citizens, the rest by institutions and enterprises.

After studying this flow, the following fixed schedule for the transmittal of local letters throughout the city was devised and introduced:

Stages in Transmission of Local Letters	Time		Fixed Time Limit
	From	To	
1. Emptying letter boxes	1200	1300	1 hr
2. Processing in city departments	1300	1315	15 min
3. Transporting from city departments to interrayon sorting terminals	1315	1415	1 hr
4. Processing in postal terminal	1415	1500	45 min
5. Transporting to post office	1500	1545	45 min
6. Exchange of bags at post office	1545	1600	15 min
7. Transporting from post office to interrayon sorting terminals	1600	1645	45 min
8. Processing in sorting terminal	1645	1800	1 hr, 15 min
9. Transporting from terminals to city departments	1800	1900	1 hr
10. Sorting in city departments according to delivery zones	1900	1915	15 min
11. Delivery to addressees	1915	2245	1 hr, 30 min

In order that processing and transmittal of local letters be affected within a fixed time limit, the collection of letters from all letter boxes throughout the entire city has been set for the fixed time between 1200 and 1300.

At present, all local correspondence from mailboxes is handled in city postal departments where it is separated from out-of-town mail, postmarked, and packed in special bags for forwarding to the terminal. A rigid time limit of 15 minutes has been set for processing local letters in the city departments. All further stages in the processing of local correspondence are carried out in designated working areas within a closely supervised time limit.

It is a well-known fact that Moscow has a decentralized system of handling mail. In order to speed up the exchange of mail between the terminals, a special interrayon vehicular transport system, which runs between the rayon terminal and the post office, operates at 1545. The local correspondence from each interrayon terminal, which has been sorted in other terminals of the city, is delivered in special bags to the post office exchange center. In order to make this effective, there must be exceptional punctuality by the transportation workers. The slightest tardiness on the part of one vehicle would be able to delay the forwarding of mail to other terminals. The time limit of 15 minutes set for this exchange is closely observed.

Dispatchers have been utilized to make this exchange process successful. At exactly 1500 the workers at the interrayon mail terminals inform their own dispatcher of the number of bags to be forwarded to each mail terminal

- 2 -

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in the city. The rayon dispatchers convey this information to the post-office dispatcher on duty, and the latter expedites the exchange of mail.

Invoices in each interrayon sorting terminal of Moscow are made up beforehand in the exchange center. The invoice blanks are printed, and the names of all sorting terminals are indicated on them. This speeds up the work of those engaged in handling the mail, since they merely have to check the bag number against the corresponding name of the terminal.

These measures undertaken by the Moscow Post Office and the rayon offices have already shown positive results in the first month. Formerly, a considerable amount of local correspondence which had been deposited in letter boxes before 1200 was delivered no sooner than the following day. After this reorganization, 97 percent of the letters deposited in mailboxes before 1200 was delivered on the same day to addressees.

Various improvements in the time necessary for collecting letters from mailboxes have been introduced. Collection of letters from all mailboxes located in the territory served by the interrayon sorting terminals is done between 1300 and 1400, and from those mailboxes located in the central part of the city between 1400 and 1500. This has further speeded up the delivery of local letters. The large amount of local correspondence deposited in mailboxes in the central part of the city before 1300 or 1500 is at present also delivered on the same day.

Almost all Moscow communications departments, with the exception of those situated on the outskirts, have instituted four daily deliveries, with a 3-day working schedule for postmen. Starting time for postmen has been set at 0710. Termination of work, with a 3-hour break period, is set at 2030. Thus, the first mail delivery is made at 0730, the second at 1100, the third at 1530, and the fourth at 1915.

All local correspondence which was deposited in Moscow mailboxes before 1200 or 1500, out-of-town correspondence which was received in the city communications departments before 1800 or 1900, and the newspaper Yechernaya Moskva, are delivered on the last round.

With a change to a 3-day working schedule, the labor conditions of postmen have been considerably ameliorated. Each postman now has a day off every 2 days.

Competing with Leningrad communication workers, Moscow postal workers have obligated themselves to improve the delivery of correspondence and printed matter to the population of Moscow. The workers of Moscow postal enterprises are fulfilling these obligations honorably.

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- 3 -

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